

22 JAN 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Critical Review of Office Operations

REFERENCE : Multiple addressee memo dtd 21 Nov 68 fr  
DD/S, same subject

1. This memorandum is for your information only.

2. The reference requests a critical review of the component divisions and staffs of the Office of Logistics. This Office, as a matter of practice, conducts a continuing critical review of its management and organization, as well as the operation of the Agency's overall Logistics System. This continuing review is conducted primarily by the Planning Staff but is supplemented by specific ad hoc groups convened to focus on individual functional problems. The Office also employs the talents of outside consultants when required, as in the recent case of the "Walling Survey" of the Printing Services Division.

3. Through the continued analysis and review of the management and organization of the Office of Logistics, a wide variety of accomplishments have been attained during the past three years. There has been a major change in the depot system highlighted by the elimination of the [REDACTED] increased capabilities. A complete review of packing and crating operations has increased the work output at [REDACTED] while the number of personnel assigned to such duties has been reduced. Increased use of the Agency's in-house printing capability has permitted elimination of a \$25,000 annual contract for external photographic print making. Other examples of management accomplishments within the Office include:

a. Transfer of responsibility for Washington area telecommunications budgeting to the Office of Communications.

b. Installation of tachographs on Agency shuttle buses to insure better scheduling and supervision of drivers.

c. Administrative transfer of architects and engineers to the Logistics Services Division to handle space responsibilities.

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- d. Assignment of substantive budget responsibility to the Planning Staff.

Attachment 1 is a listing of additional management accomplishments during the period 1966-68.

4. In the management of the Agency's Logistics System, the Office of Logistics continues to depend upon the Planning Staff and other senior management personnel for critical analysis and review. Foremost of the accomplishments in this area are the creation, establishment, and successful conduct of the Decentralized Procurement System for research, development, and engineering contracting. Developments in the computer field are reflected in the establishment within the Office of Logistics of the Contract Information System, current work on the real estate overseas inventory listing, the Headquarters Space Utilization Report, and the Electronic Processing of Intelligence Composition (EPIC) System. Through regular visits by Planning Staff Officers to the Logistics Officers assigned to the area divisions, the Office maintains close contact with the Operating Components and endeavors to be sensitive to any changes in requirements. In addition to operational support, the Office has played an important role in the development of the Employee Cafeteria Committee, as well as conducting regular surveys of local commercial transportation to Langley Headquarters. Attachment 2 is a partial listing of management accomplishments affecting the Agency's overall Logistics System.

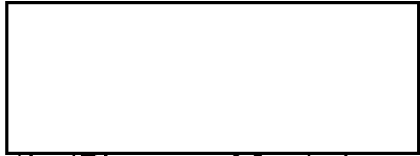
5. Review and analysis of several aspects of current operations both within the Office and the Agency's Logistics System are currently underway. For example, a 15-

stage. A review of the current criteria for expendability of property is also underway. Of considerable interest to the entire Intelligence Community is work being done on SOMAT waste in an attempt to turn a \$30,000 annual Agency expense into a profitable and marketable material. If successful, the SOMAT program will have widespread application to other Government agencies. Attachment 3 is a partial listing of management studies now under review.

6. Employees in the Office of Logistics are encouraged to submit suggestions for improvement in operations and cost saving. The Office of Logistics has an outstanding record in this respect, leading the Support Services during the past two years in the number of suggestions adopted by the Agency. During the past year, Office of Logistics personnel submitted 39 suggestions. Of these, 10 were adopted.

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7. The continuing critical review of Office of Logistics procedures and operations and the operation of the Agency's Logistics System provides a means of reexamination and improvement. Believing that this approach fulfills the intent of the reference, the Office of Logistics will continue this method of continuing critical review.

  
Acting Director of Logistics

3 Atts

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ATTACHMENT 1

MANAGEMENT ACCOMPLISHMENTS WITHIN  
THE OFFICE OF LOGISTICS (1966-68)

1. Survey of the Printing Services Division by [ ] a consultant to the Agency.

25X

2. [ ]

25X1

3. [ ]

4. Complete review and revision of the mission and functions statements for all staffs, divisions, and branches of the Office.

5. Review of the Agency motor pool operations in order to insure minimum use of overtime.

6. Improvement in cargo scheduling [ ] permitting expedited handling and reduction of shipment backlog.

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7. Improvement in packaging methods, more use of polystyrene containers and cost-saving, lightweight packing materials offering adequate protection to Agency material.

8. Increased use of Conex and other specialized containers for Agency shipments.

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ATTACHMENT 2

ACCOMPLISHMENTS OF MANAGEMENT  
OF THE LOGISTICS SYSTEM (1966-68)

1. Creation and establishment of the Decentralized Procurement System.

2. Establishment of a quick-reaction procurement facility at [REDACTED]

25X1

25X1

25X1

4. Development and implementation of the automated Contract Information System.

5. Development of a computerized Space Utilization Reporting System for the Washington metropolitan area.

6. Assumption of management responsibility for the Executive Dining Room.

7. Complete rewrite of the "Logistics Planner's Guide."

8. Preparation, publication, and distribution of the monograph, "Funding of Agency Property."

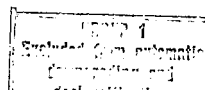
9. Institution of liaison visits by Planning Staff Officers to Logistics Officers in the Operating Components.

25X1

12. Analysis and review of Agency cafeteria operations by a senior Logistics Officer.

13. Study of the possible commercial utilization of the SOMAT waste product.

SECRET



25X1

14. Authorship of the  Study for the Bureau of the Budget.

15. Development and considerable enlargement of the Agency's emergency plans for the Headquarters area both for inclement weather and civil disorders.

16. Regular review of commercial transportation available to Agency personnel traveling to the Langley Headquarters.



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ATTACHMENT 3

SUBJECTS UNDER REVIEW FOR FUTURE IMPLEMENTATION

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2. Study of requirements for a new storage facility and inclusion of a comparable garage facility into any new construction at Langley.
3. Possible transfer of organizational location of a major Office of Logistics field activity.
4. Study, in conjunction with the Office of Finance, concerning establishment of a single transportation allotment.
5. Review of criteria used to establish expendable and nonexpendable categories of equipment.
6. Annual review of internal Office of Logistics Notices and Instructions.
7. Installation of a Telecopier communications link between the respective Offices of the Director of Logistics and the Deputy Director for Support.